

USAID/Lebanon

FY 2001

Results Review

And

Resource Request

R4

The attached results information is from the FY2001 Results Review and Resource Request (R4) for Lebanon, and was assembled and analyzed by USAID/Lebanon. The R4 is a “pre-decisional” USAID document and does not reflect results stemming from formal USAID reviews. Additional information on the attached can be obtained from Pirie Gall, ANE/MEA. Related document information can be obtained from:

**USAID Development Experience Clearinghouse
1611 N. Kent St., Suite 200
Arlington, VA 22209-2111
Telephone: 703-351-4006 EXT. 106
FAX: 703-351-4039
Email: DOCORDER@DEC.CDIE.ORG
Internet: <http://www.dec.org>**

Please Note:

The attached FY 2001 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

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USAID/LEBANON
R4-2001
COVER MEMORANDUM

Changes to IR's and Indicators: The USAID/Lebanon program has now been operating under the FY97-2002 Strategy for approximately 18 months. During the course of implementation and at the first R4 review, in 1998, it became clear that indicators selected in early 1997, as the program was being designed, were either poor measures of actual performance, or worse, measured results that were rarely being sought, while missing others altogether. Experience, consultation with the implementing NGOs and contractors, and, as in the case of all of the SpO5 indicators, expert advice from USAID/W have resulted in changes to indicators and intermediate results. In the case of all changes, extensive consultations with NGOs were held to achieve agreement on the most accurate performance measures. The Mission believes that the changes, which are clearly stated in Annex A, significantly improve program reporting and evaluation.

Staff Changes: As was agreed at the last R4, the Mission has added on a senior program specialist, who is responsible for management of SpO2; monitoring of all Mission program and OE financial documentation; liaison with financial management in USAID/Amman; and vouchering/purchasing. Her presence has had a significant positive impact on the management of SpO2 and all program and OE accounting. No additional staff changes are anticipated.

OE: This year, the financing of the Beirut Air Bridge (BAB) has shifted from central funding in USAID/W to charges directly against OE. It is anticipated that this cost, which was not anticipated in the FY99 OE budget, will be approximately \$100,000. This amount is USAID/Lebanon's estimated share of the \$2.5 million annual cost of the BAB. Due to savings in other areas, and forward funding of PSC contracts with FY98 funding, the Mission anticipates that it will be able to cover the cost within the current OE allotment. The estimated cost is included in the OE tables.

Security: Lebanon remains a critical threat post, although the security profile is slowly changing. US personnel still require multiple vehicles and armed bodyguards for most moves outside the embassy. However, it is anticipated that adult dependents may be permitted in 2000, and that possibility is reflected in the OE tables.

PART I OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

The U.S. assistance program in Lebanon is a fully integrated development program with one strategic objective (***Reconstruction and Expanded Economic Opportunity--SO1***) and two special objectives (***Increased Effectiveness of Selected Institutions Which Support Democracy--SpO2***) and (***Improved Environmental Practices***). The current Country Development Strategy began in late FY97 and runs through FY02. During the first 18 months of implementation, the program has become a major instrument of U.S. policy, and while it is too soon to speculate on closeout or graduation, it appears that the strategy will achieve its objectives by the end of the strategy period without major managerial or resource adjustments. All strategic objectives are currently on track and exceeding targets.

Lebanon is a country still in transition from 16 years of civil war. It is a fragile democracy that is heavily influenced by Syrian political control and the presence of 30,000 Syrian troops and the Israeli occupation in the south. While two parliamentary and presidential elections have been held since the Ta'if Accords in 1989, the first municipal elections since 1963 were held only in 1998. While most day-to-day decisions are made by the Government of Lebanon (GOL), all major decisions are undertaken in consultation with the leaders of Syria. The mission of the country team in Lebanon presents additional unique problems, given that all U.S. personnel live and work on a heavily guarded compound; all travel outside the compound is accomplished only with multiple vehicles and armed bodyguards; some areas of the country remain occupied and/or in open conflict; and the threat level to official personnel remains critical. For these reasons, USAID/Lebanon operates with a staff of six, including the Mission Director, three Program Specialists, one secretary and a driver/bodyguard. USAID/ Amman provides support in financial management, legal and contracting, while USAID/WB/G provides administrative support. As the program has expanded to an active portfolio of 29 assistance instruments, so has the profile of the Mission. At this time, the only areas that are inaccessible are those in the occupied areas of southern Lebanon. The USAID program is well known in Lebanon, and has attracted from the media, GOL and other donors, much attention for its work in rural areas that have been traditionally neglected and economically deprived. Moreover, the program contributes directly to five of the goals in the Mission Program Plan (MPP). This R4 will be utilized to prepare the MPP.

SO1--Reconstruction and Expanded Economic Opportunity: The flagship of the program remains the SO1 activity, the ***Rural Community Development Clusters***, which focuses on the provision of basic infrastructure, income production, civic participation and environmental protection in 230 rural communities in 29 clusters, serving a population of 600,000. To date, over 300 sub-activities, in irrigation, water containment, roads, agricultural feeder roads, potable water, wastewater, agricultural production, agricultural processing, dairy farming, reforestation, cottage industry, clinics and schools have been undertaken or completed. Other donors and the GOL are studying the model, while the UNDP, GOL ministries and municipal governments have begun providing resources which leverage the USAID and local community contribution. This activity is closely coordinated with the ***Dairy Improvement Activity***, which has utilized a USDA/GSM103 loan guarantee to import from the U.S. 3,000 pregnant dairy cows, train farmers in their care, and provide extension services. The activity has spawned a number of private sector dairy production and processing facilities in the Bekaa and north Lebanon, and is being expanded this year with a second loan guarantee that will provide for the import of an additional 5,000 cows. The USAID program's two ***microenterprise lending*** activities are believed to account for over 90% of all such lending in Lebanon, and another lending activity, with a local NGO will be obligated this year. In the past year, 9,871 loans were made to 3,963 active clients, all women.

The fiscal situation led, in part, to the installation in, December 1998, of a new government committed to fiscal and economic reform. At the time the new government was installed, USAID had completed three sectoral ***economic strategies***, which were prepared by teams from the private and public sectors. The strategies were well received by the private sector and the new government, and will now be undertaken with USAID support for discreet initiatives contained within each strategy.

SpO2--Increased Effectiveness of Selected Institutions Which Support Democracy:

The Mission's gamble that the municipal elections would take place in 1998, enabled USAID'S activity, ***Support to Local Government***, to enhance the capability of municipalities to deal with the emerging needs regarding the different services required by citizens. A package of hardware, software systems and technical assistance is being delivered to selected municipalities to enable local government to perform its functions efficiently. Through the Rural Community Development Clusters, this activity has been expanded from a planned 20, to 68 municipalities, which will serve as examples to the GOL and other donors. However, the possible folding of the Ministry of Municipalities and Rural Affairs into the Ministry of Interior has created some doubt about the commitment to decentralization at the ministerial level. In the meantime, the activity is

moving forward, with more demand from municipal councils for the services than can be met with the resources available. It is notable that in the Rural Community Development Clusters, most municipal councils have members from the cluster committees, who were elected based upon their performance and the program's contributions to the respective communities.

The Mission continues with its program of *support to Parliament*. During the past year a new budget system was delivered to the GOL. The budget system was developed as a standardized system to improve efficiency and to reduce redundancy in the budget process. The budget system will be connected to the government ministries and agencies using advanced replication technology. The new government has taken a strong stance against corruption, which prompted the Mission to undertake with OTI an assessment for an activity in *anti-corruption*. The assessment was completed in March 1999. It is expected that the activity that ensues from this effort will compliment a UN anti-corruption activity that began in late-1998.

Sp05--Improved Environmental Practices: Based upon an assessment undertaken in late-1997, the Mission undertook an activity to promote *innovative solid waste and wastewater treatment in rural communities*, by utilizing the Cluster NGOs. The purpose of these activities is to demonstrate to the GOL and other donors, solutions that are more effective and cost productive than those called for in national planning. To date, eight small wastewater treatment plants have been completed or are underway, and two solid waste applications are under design. One of the wastewater treatment plants appears to be particularly suitable for Lebanon, and could greatly expand the scope of what USAID is able to accomplish within the resources allocated.

Utilizing Leahy Fund resources, NADR funds, and ESF, the Mission initiated a *humanitarian demining activity*, which is closely mated with a DOD-funded military demining program. This activity has, in eight months, established a *National Resource Center at Balamand University*; organized approximately 30 community based organizations in a national awareness program; mapped mine fields in five at-risk clusters; and sponsored an international demining conference on demining in the Arab world. With new Leahy funding, the program will expand its scope to include victims assistance.

In 1998, the environmental program with American University of Beirut (AUB) was expanded to include a *Water Resources Center*, responsible for surveying and mapping hydrologic resources and recommending better water usage for agriculture, environmental protection, and human

consumption. AUB embarked on a pilot study in one of the rural community development clusters to make recommendations for *market-driven agricultural diversification*.

At last year's R4 presentation, the Lebanon program had logged less than six months of implementation and was largely a work-in-progress. During the past year, all of the implementing NGOs and contractors have had the opportunity to produce solid results and to develop strong credentials with counterparts and beneficiaries in their areas of work. The USAID/Lebanon team, in spite of changes in the government and a new country team has consolidated its position with the government, the country team, and the general public. The variety, scope, and geographic diversity of USAID activities have enabled the USG to expand its influence in Lebanon and have helped further U.S. policy interests. The ANE Bureau experiment with implementation of a relatively small, fully integrated development program with minimal staff resources and support from a 'virtual team' works. It has not hindered implementation or accountability, and indeed has demonstrated agility that militates in favor of its replication in other small-to-medium sized programs, particularly in an environment of shrinking OE resources.

PART II

RESULTS REVIEW BY STRATEGIC OBJECTIVE

Strategic Objective 1: Reconstruction and Expanded Economic Opportunity

Although there is a high degree of integration of this strategic objective with the program's two special objectives, this objective is the most significant in terms of funding and impact, with over two-thirds of all program resources, five intermediate results, and multiple activities. The most significant activity, and the flagship of the entire program, is the ***Rural Community Development Clusters***, which provides basic infrastructure, income-producing activities, civic participation, and environmental activities to 230 rural communities in 29 "clusters," with an estimated population of 600,000, and is implemented by five US NGOs. This activity has benefited from another, the ***Dairy Improvement*** activity, with American University of Beirut (AUB), which is mated to an USDA GSM103 loan guarantee for the import of 3,000 dairy cattle to Lebanon. Other activities include three ***Microcredit*** activities, which are targeted primarily at women; the ***Small Grants Program***, which enables local NGOs to carry out diverse activities; ***Business Outreach***, enabling Lebanese American University (LAU) to integrate with the private sector; ***Economic Policy Reform***, which has developed and is implementing three industry sector strategies; and ***Capital Markets***, which is providing regulatory assistance and expansion of transaction clearing house operations. In all, twelve US NGOs and contractors, and an equal number of local NGOs are involved in the implementation of SO1.

As is discussed below, results in this SO have exceeded expectations. However, it should be noted that intensive dialogue with the partners in the Rural Community Development Clusters revealed the need for extensive adjustment to the objective level indicator and the indicators for Intermediate Result 1.1. Basically, as the program has developed, both the Mission and the NGOs have concluded that indicators developed for the strategy, pre-dating implementation, were not appropriate measures of actual results. Annex A contains old indicators and all changes to indicators. Annex B summarizes the new indicators. As can be seen by the Performance Data Tables for SO1, targets have generally been exceeded. In some cases, baselines were established by performance in 1998.

The ***Rural Community Development Clusters*** currently have planned over 400 sub-activities, of which 179 have been completed and 121 are under implementation. The benefit to agriculture has been significant, with 7,838 hectares either accessed or improved in 1998, 42% above target. Families accessing new or improved social infrastructure numbered 27,866 in 1998, 49% above target. Income producing activities require more time to develop, and a new indicator, "Number of clients accessing expanded economic opportunities," will be reported next year. One of the most difficult input/outputs to measure is civic participation. It should be noted

however, that all sub-activities are identified by village and cluster committees, and that the communities, themselves, provide substantial monetary and in-kind contributions. Finally, it should be noted that this activity is deeply integrated with the activities of SpO5, in environment, water research and agricultural diversification; SpO2, municipal development; and the microcredit and dairy improvement activities of SO1. The cooperation between NGOs has been exemplary, resulting in competitive development of implementation methodologies, as in the six appropriate technology/low cost wastewater treatment plants that have been built or are under construction. This element, which receives \$8 million from SpO5, may well result in the construction of as many as 100 treatment plants for rural villages. Similarly, following the 1998 municipal elections, the 'Cluster NGOs' agreed to provide resources to permit the SpO2 NGO, implementing municipal development, to expand the program to all municipalities in the clusters (see p.13 explanation). Lastly, AUB is making significant contributions to the development of the clusters, through environmental sampling and testing, agricultural research, and water management research.

This activity has generated considerable interest among donors, including the UNDP, European Union (EU), Japan, and the World Bank. Activities are closely coordinated with the GOL, and other donors. In the northern Bekaa, the program and the UNDP are jointly funding more than a dozen sub-activities. Increasingly, the GOL's implementing agencies, such as the Council for Development and Reconstruction, are jointly funding sub-activities that have been identified by cluster committees. Efforts will be made for even greater integration.

Implementation is handled *by YMCA, Catholic Near East Welfare Association, Mercy Corps, Cooperative Housing Foundation, and Creative Associates International, Inc.*

The **Microcredit Program** consisted of three active cooperative agreements to US NGOs in 1998. One of these expired at the end of 1998; however, the activity is fully self-sustaining and will continue to make group loans to women. One grant was made with PRIME funds in 1998, and has just begun making loans. A new grant, to an USAID-registered local NGO for a new activity will be made in 1999. These programs are heavily concentrated on the empowerment of poor women, with the largest targeting 28,500 loans by the end of 2002. As can be seen by the Performance Data Table, results exceeded planned targets by almost 60%, with 9,871 loans made in 1998. Cooperative agreements are with *Save the Children, Catholic Relief Services, Cooperative Housing Foundation*, and (FY99) *Makzoumi Foundation*.

The **Capital Markets Activity** assists the Government of Lebanon (GOL) through the Central Bank to develop capital markets by establishing a regulatory body similar to a securities exchange commission. This activity is implemented in two phases. The first was completed in 1998, and comprised the drafting of new legislation developing the structures, by-laws, regulations and procedures for the regulatory body, the National

Council for Securities Market in Lebanon; the second is the strengthening of the clearances settlement, and the depository functions of Lebanon's securities market by designing and procuring the appropriate software and hardware for MidClear, to increase its capacity and provide it with regional capability. The hardware and software procurement will be completed in early 1999. While the MidClear activity has proceeded in record time, the passage of the regulatory legislation has been slowed by political events. If it is passed in 1999, a decision will have to be made regarding funding of initial operations of the regulatory body. The Contractor is ***Price Waterhouse-Coopers Lybrand-Metamatrix***.

The ***Dairy Improvement Activity*** is implemented by the AUB School of Agriculture, to support the efforts of the Ministry of Agriculture (MOA) under the USDA GSM103 loan guarantee. This activity is designed to revitalize the dairy industry in Lebanon and to enhance the capabilities of 1000 small farmers identified by the MOA. AUB has received, quarantined and delivered 2,550 of 3,000 cows, and provided training and extension services to over 800 farmers. As can be seen on the Performance Data Table, milk production in Lebanon increased in the first year of operation by over 8,000,000 liters. This year, as imported cows reach full production, this figure will more than double. The Grantee is ***American University of Beirut (AUB)***.

The ***Economic Policy Reform Activity*** targets the structural reform of three fundamental economic sectors, Agro-Industry, Financial and Regional Business Services, and Tourism. These were identified by an assessment carried out in 1998. Beginning in the fall of 1998, three task forces of Lebanese public and private sector leaders, with the help of US experts, developed three "Industry Cluster Strategies," that were presented in early 1999. More than 6,000 person hours were devoted to the tasks. In 1999, the activity will continue with funding of initiatives identified in the strategies. Another component of the activity is being implemented by LAU under a cooperative agreement signed in 1997. LAU is conducting conferences and training in quality management, ISO9000 certification and other business topics, but is increasingly concentrating on implementation of the strategies mentioned above. A new indicator, "Number of initiatives adopted by sector development boards" has been adopted to measure this activity under IR 1.3. Implementation is by ***Coopers Lybrand-Stanford Research Institute*** and ***Lebanese American University (LAU)***

The ***Small Grants Program*** is to enhance and upgrade the capabilities of local NGOs and to extend their outreach. While many of the grants are to institutions such as clinics, schools and orphanages, the program has become more developmental, with several grants tying directly into our primary objectives. Twelve grants were made in 1998. While this program is not measured *per se*, it contributes to the achievement of performance measures under SO1.

This SO is fully integrated with the Mission Performance Plan and supports and is linked with the following Mission Goals:

- *Work with GOL to achieve an improved investment climate, eliminating and reducing barriers to trade and investment, and preparing Lebanon for future accession to the WTO.*
- *Maintain the U.S. as the top exporter to Lebanon; expand U.S. share of the value of Lebanese imports by FY2000. Increase number of U.S. businesses operating in or seeking to operate in Lebanon.*
- *Assist Lebanon in developing policies, which will improve economic performance, increase growth, and raise national income levels.*
- *Promote reconstruction and reconciliation and prevent the resurgence of civil conflict.*
- *Promote improved environmental practices at the national and local community level through a targeted program of discrete assistance programs.*

Table 1: PERFORMANCE DATA TABLE SO1

LEBANON				
STRATEGIC OBJECTIVE 1: RECONSTRUCTION AND EXPANDED ECONOMIC OPPORTUNITY				
Indicator 1.2: Number of informal sector loans delivered				
Unit of Measure: Number of loans provided to low income entrepreneurs (measured by 2 units: Number of loans outstanding at the end of the reporting period = beneficiary level; and annual total number of loans issued (transactions).		Year	Planned Loans out/total transactions	Actual
Source: NGOs and banks				
<p>Comments: Poverty lending program statistics are readily available and shown here; new small business loan program with CHF has started effectively early 1999 and will continue for two years. Estimates of program progress are reflected in 99/2000 figures. Another program with Makhzoumi Foundation is expected to start by mid 1999. Estimates are reflected in 00/01 figures.</p> <p>Baseline and Actual figures are based on existing program of Catholic Relief Services (CRS) and Save the Children (SCF). CRS' program closed in December 1998, but SCF, with additional funding, will continue to expand the activity until 2001.</p>	Baseline			
	Loans outstanding/ Total transactions			
		1997		
	3,543/4,000	1998	2,560/6,180	3,963/ 9,871
		1999	5,150/11,900	
		2000	7,800/17,300	
	Target	2001	8,340/40,730	

Table 2: PERFORMANCE DATA TABLE SO1

LEBANON				
INTERMEDIATE RESULT 1.1: Selected Rural Communities Revitalized				
Indicator 1.1.1: Incremental number of hectares irrigated; cultivated; improved; or accessed				
Unit of Measure: Hectares		Year	Planned	Actual
Source: Farmers in communities reporting to NGO's & shared reporting system				
<p>Comments: The selected rural communities have started to notice change and improvements in their villages. 300 activities are completed or underway in 104 villages, with NGO's planning activities in all 29 clusters/230 villages.</p> <p>Data reflects the results of a set of activities aimed at improving production in hectares of land under cultivation, or accessing new lands for cultivation through installation or rehabilitation of irrigation networks, opening/improving agricultural roads, and building terraces.</p> <p>Targets are drawn from NGO's estimates based on their achievements and the progress of their work since they have started work by end of 1997.</p> <p>New indicator developed in coordination with the rural development NGO's.</p>				
	Baseline			
	0	1998	5513	7838
		1999	5581	
		2000	5735	
		2001	5520	
	Target (Total)	2002	4537 26884	

Table 3: PERFORMANCE DATA TABLE SO1

LEBANON				
INTERMEDIATE RESULT 1.1: Selected Rural Communities Revitalized				
Indicator 1.1.2: Families accessing new and/or improved social infrastructure				
Unit of Measure: Number of beneficiary families who are using new schools and health centers or consuming piped water to their houses.		Year	Planned	Actual
Source: NGOs reports and shared reporting system				
<p>Comments: The selected rural communities have started to notice change and improvements in their villages. 300 activities are completed or underway in 104 villages, with NGO's planning activities in all 29 clusters/230 villages.</p> <p>Data reflects the results of activities affecting the social environment in rural villages: construction or rehabilitation of health/community centers, potable water systems & sewage networks, protected roads ...</p> <p>For the purpose of giving a fair picture of the progress of work and performance, the number of beneficiary families has been inflated. In some cases, it does exceed the number of inhabitants in the village. Benefits may accrue on the same family more than once. Thus, families benefiting twice or more from different activities, are counted twice or more. Data is based on the cumulative number of families affected by the diverse activities under social infrastructure. However, when mission reports on the number of families revitalized, under indicator 1.1, the result will reflect the number of families which is equal to the number of inhabitants.</p> <p>Targets are drawn from NGO's estimates based on their achievements and the progress of their work since they have started work by end of 1997.</p> <p>New indicator developed in coordination with the rural development NGO's.</p>				
	Baseline			
	0	1998	18652	27866
		1999	38738	
		2000	25365	
		2001	24470	
	Target (Total)	2002	16078 123301	

Table 4: PERFORMANCE DATA TABLE SO1

LEBANON				
INTERMEDIATE RESULT 1.5: Improved Dairy Production				
Indicator 1.2.2: Milk produced from USDA cows				
Unit of Measure: Total volume of milk per year (liters)		Year	Planned	Actual
Source: Ministry of agriculture records				
Comments: The total number of USDA cows to be delivered will reach 3300 by mid 1999. Results are based on an average production of 20 liters of milk per day. 1998 figure shows production of 1550 cows (700 full year / 850 second half of year).				
	Baseline	1997		
	0	1998	7,371,000	8,190,000
	12,367,000	1999	19,000,000	
	Target	2000	21,621,000	

Special Objective 2: Increased Effectiveness of Selected Institutions Which Support Democracy

The overall goal of this special objective is to reinvigorate Lebanon's democratic institutions by supporting Lebanese efforts to make long-term democracy sustainable; to empower governmental institutions to make separation of powers viable; to make the rule of law apply to the government as well the governed; and to ensure participation and representation at all levels of society. The activities provide assistance to critical central and local institutions of the GOL that are directly linked to the government's ability to enact public policy and provide social services. These critical institutions include the Lebanese Parliament, the Civil Service Board (CSB), Central Inspections Board (CIB), and General Accounting Office (GAO). Assistance has also been provided to the Office of the Minister of State for Administrative Reform (OMSAR), the Ministry of Finance (MOF), the Ministry of Municipalities and Rural Affairs (MOMRA), and selected municipalities. The approach of the activity is the delivery of the building blocks that make government more effective, thereby ensuring the process of sustainable democratization.

During the civil war, the physical structures of all of most government institutions were either damaged or destroyed, records were destroyed, and the institutions themselves either ceased to function or lost credibility. After a needs assessment, the point of entry for this objective was the installation of basic modern information systems (word processing, electronic mail, data bases) to simply put key agencies of the GOL back in business and improve their efficiency and effectiveness. In particular USAID assistance helped to restore the Parliament and control boards (GAO, CIB, CSB), and gave them new autonomy, effectiveness, and legitimacy. These efforts have recently been endorsed by the new government, which is implementing a strategy to enhance governmental institutions, particularly the control boards. USAID will continue to support the Lebanese Parliament, to improve its performance in public policy, budget analysis and ratification, executive oversight, and constituent services, through institutional support and the strengthening of key committees.

The Mission's gamble that the municipal elections would take place in 1998, enabled USAID'S activity, ***Support to Local Government***, to immediately begin to enhance the capability of municipalities to deal with the emerging needs of citizens. The election of 708 municipal councils, the first elections since 1963, brings to local government over 8,000 elected members who have never served or experienced first-hand local government action. Among the challenges these municipalities face is how to build their institutions, learn inter-governmental relationships, formulate a budget, assess and collect taxes and fees, and plan and deliver services within their jurisdictions. Improvement of the capabilities of the municipal councils, will be one of the most significant challenges for Lebanon during the strategy period. After 36 years without municipal elections, municipal government in Lebanon has made extraordinary strides in the nine months since the 1998 elections.

In November 1998, a post-election study by the Center for Legislative Development/State University of New York (CLD/SUNY) reflected very positive results of the elections,

concluding that the new municipal councils present challenges and opportunities in the process of democratization. CLD/SUNY began working with selected municipalities almost as soon as the elections were over, concentrating on the design and provision of a package of computer hardware, software, systems software and equipment, and training, to enable the newly formed councils to perform their duties. These municipalities (originally 20) were selected, with one exception, from the Rural Community Development Clusters. However, the assistance has proven so vital, that the Cluster NGOs have agreed to fund the installation of the package in an additional 48 municipalities.

CLD/SUNY began working with MOMRA in 1997, to enable it to better fulfill its responsibilities to municipalities and to facilitate the process of decentralization. In late 1998, with the election of a new President and the formation of a new cabinet, MOMRA and the Ministry of Interior were integrated under the Minister of Interior. It is unclear if this consolidation will become permanent, but there is some concern that the consolidation may adversely impact the CSD/SUNY program. The Minister of Interior is engaged in setting an overall plan for MOMRA and plans to coordinate with donors upon completion of the plan. In the meantime, CSD/SUNY is concentrating its local government efforts on the municipalities themselves.

In general, during the past year, progress toward achieving this objective met expectations and the objective is on track. CSD/SUNY provided technical assistance and training necessary for the GOL to institute structural and administrative change and reform through implementation of enabling technologies and by organizing and delivering specialized seminars and policy dialogues on key reform issues.

- The first standardized, automated budget system for the GOL was delivered and accepted by both MOF and OMSAR. OMSAR is to finance the implementation of the system in all the ministries. The budget system was developed as a standardized system to improve efficiency and to reduce redundancy in the budget process. The budget system has 4 components: (1) A central component to be installed in the Ministry of Finance; (2) an Agency component to be installed in each Ministry and national entity; (3) an auditing component to be installed in the GAO, and (4) a formulation and oversight component for the Parliament. Due to the transition of the government and setting of the anti-corruption as a priority, the MOF has not yet implemented the system.
- Statistical information of municipal members and employees were developed and ID cards designed and produced to help identify holders to GOL agencies and other local government agencies. The ID cards will be issued upon the approval of the Minister of Interior
- A homepage for the Parliament of Lebanon was made available. The transparency afforded by websites installed in the Parliament and key agencies are an

innovation in Lebanon, and the Speaker of the Parliament has indicated that he wants even more transparency and constituent services through the Internet.

- A pilot activity with the Tripoli Bar Association, established a website that ties the association to the system of legal gazettes, permitting instant access to the Parliament and the control boards.
- A survey of current municipal officials and a training program on utilization of computer technology by municipalities took place. Thirty municipal members and staff were trained in six municipalities.
- The Parliament received 30 computers and 4 database servers.
- A Lebanese Legislation Center, in coordination with the Parliament, is being established, allowing NGOs to become involved in the policy making process. The expected establishment date of the center is March 1999.

Some delays occurred in implementation due to the transition of the government, but activity started picking up this year. A significant start by SUNY has been made in the area of standardization of budget systems, revenue and fee forms, permit and license transactions and other municipal forms. These forms, to be adopted and utilized in all municipalities, will require training for both council members and municipal staff.

The work accomplished to date is resonating throughout the country, as international donors have become very interested in the activity. Municipalities outside the clusters have requested that they be included in the activity, demonstrating their desire to build upon their existing resources. The Beirut municipality, the largest municipality in Lebanon, eagerly wants to be included in USAID's activity. With a council of 24 members, Beirut is the heart of the country and could serve as *the* administrative model, leading to rapid replication by the government in *all* municipalities. Extending the CSD/SUNY activity to include Beirut is currently under study.

The new government has taken a strong stance against corruption. Both the President and the Prime Minister, in their respective inaugural speeches, addressed anti-corruption as a top priority. Since the formation of the new government, ministers' efforts have been focused upon administrative reform and anti-corruption issues. Many decisions have been taken to remove or reassign key bureaucrats, and to investigate and arrest others suspected of corruption. The President publicly reaffirmed the law as the highest authority in the country and stated that he himself will be under the law. This new presidential commitment seeks an environment where the rule of law is respected and implemented.

With the prevailing public support for reform, the Mission, in March 1999, engaged BHR/OTI to assess the climate and design an anti-corruption activity. It is anticipated that a new ***Anti-Corruption Activity*** will be added in FY 99.

This SpO is fully integrated with the Mission Performance Plan and supports and is linked with the following Mission Goals:

- ***Consolidate the formation of a democratic political culture; support respect for human rights, open elections, and a free and independent media.***
- ***Assist Lebanon in developing policies, which will improve economic performance, increase growth, and raise national income levels.***
- ***Promote reconstruction and reconciliation and prevent the resurgence of civil conflict.***

Table 1: PERFORMANCE DATA TABLES SpO2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY.				
INTERMEDIATE RESULT 2.1: MOMRA providing technical assistance/information to municipalities.				
Indicator 2.1.1 : Information System is operative.				
Unit of Measure: Number of beneficiary municipalities		Year	Planned	Actual
Source: Procurement Record; System Records	Baseline			
Comments: The former advisor of MOMRA reported that thirty municipalities received computers under the joint plan with SUNY to enhance municipal capabilities	0	1998	UNK	30
	30	1999	50	
		2000	100	
		2001	150	
	Target	2002	300	

Table 2: PERFORMANCE DATA TABLES SpO2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY.				
INTERMEDIATE RESULT 2.2: Improved operation of key central agencies to support local government.				
Indicator 2.2.1: Central agencies/ministries disseminating information related to government.				
Unit of Measure: Number of agencies		Year	Planned	Actual
Source: Municipalities/Agencies records; Staff survey, Procurement records, Agencies' annual report.	Baseline			
Comments: Due to the integration of MOMRA and MOI under one minister, delay in the implementation of activities may take place.	0	1998	0	0
	0	1999	1	
		2000	2	
		2001	4	
	Target	2002	5	

Table 3: PERFORMANCE DATA TABLES SpO2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY.				
INTERMEDIATE RESULT 2.3: Pilot municipalities are able to interact with central agencies and provide effectively and fairly.				
Indicator 2.3.1: Municipalities have adopted and use the automated budget system				
Unit of Measure: Number of Municipalities		Year	Planned	Actual
Source: Municipalities' records; Member survey Staff survey.	Baseline			
Comments: At the beginning of 1999, one of the municipalities (Choueifat) started the implementation of the Revenue Component of the Municipal Budget System.	0	1998	0	0
	0	1999	1	
		2000	5	
		2001	10	
	Target	2002	20	

Table 4: PERFORMANCE DATA TABLES SpO2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY.				
INTERMEDIATE RESULT 2.4: Parliament is informed on various policy options served by qualified staff and able to oversee government budget.				
Indicator 2.4.1: Professional staff provide policy analysis for members and committees as needed.				
Unit of Measure: Number of studies		Year	Planned	Actual
Source: Parliament journal, Parliament records.	Baseline			
Comments: A new staffing structure proposed to the Parliament by SUNY is under consideration by the Lebanese Parliament, which includes a directorate for study and research for Policy Analysis.	0	1998	0	0
	0	1999	0	
		2000	2	
		2001	5	
	Target	2002	5	

Special Objective 5: Improved Environmental Practices

The goal of this SpO is to strengthen the ability of Lebanese citizens to deal with environmental conditions and understand how their actions have direct effect on their environment. With the purpose of establishing appropriate behavior for dealing with natural resources, USAID/Lebanon has endeavored to develop solutions to the most widely spread environmental problems in rural areas, and to provide information, technical assistance and training on environmental conditions in Lebanon. To achieve this objective USAID is initiating *Wastewater and Solid Waste Treatment activities in the Rural Community Development Clusters*. At the American University of Beirut, through its Core Environmental Laboratory, Water Resources Center and Environmental training program, a range of environmental issues are being studied. In 1998, USAID/Lebanon expanded its activities by launching a *Humanitarian Demining Activity* targeted at bringing back to production agricultural lands that have been denied due to landmines, and it is in the process of developing a *Water Conflict Resolution* activity to be integrated into a water management plan.

While other donors have concentrated on national large-scale, expensive environmental projects that linger between assessments and feasibility studies before actual implementation, USAID has chosen to initiate pilot cost-effective activities in the ***Rural Community Development Clusters***. These areas suffer from the absence of sewage and solid waste collection and treatment systems, consequent pollution of water resources (underground waters, potable water, springs, rivers), health and sanitation problems and migration. To prevent their further deterioration, beginning 1998, USAID incorporated environmental activities of SpO5 under the rural community development clusters activity of SO1. Five grants of \$1 million were made to the cluster NGO's, ***YMCA, CNEWA/PM, CHF/CD, Mercy Corps, and Creative Associates***, to initiate innovative and cost-effective pilot activities in solid/liquid waste management and treatment within the framework of integrated water resource management activities that include treatment of potable water, soil conservation and awareness campaigns. Through this initiative, USAID demonstrates to rural villages, the GOL and other donors, the most effective and least expensive methodologies to solve environmental problems. These activities also improve rural communities capabilities to manage their environmental resources in sustainable and efficient ways by raising their awareness and concern for their natural resources.

Even though the environmental activities in rural development areas have been underway for less than a year, the NGO's have achieved results that exceed expectations. Pilot activities have proven to be successful and those under construction will draw from the best methodologies used to date. While, only two waste water projects using the same rationale have been initiated, eight waste water activities are either underway or completed, and two solid waste projects are in final design stages. The NGO's are becoming increasingly skilled. Their services and advice are sought by communities, municipal councils and other donors. Requests for similar activities have been received from many rural communities. The European Commission, World Bank and the Japanese

International Cooperation Agency have shown great interest in the methodology and made a number of inquiries.

The USAID/Lebanon activity with the *American University of Beirut (AUB)*, develops the ability of the university to provide quality technical analyses of environmental conditions in the country and train decision-makers to use the analyses in making decisions on how best to manage their natural resources. Since 1997, USAID has provided assistance to equip and organize a *Core Environmental Lab* and to establish a multi-faculty research, teaching and training program, integrated between the agriculture, public health and engineering departments. The AUB Core Environmental Laboratory (CEL) is the only laboratory in the Arab Middle East that is producing reliable analyses of environmental samples; providing technical information needed for sound environmental management; building a data base on environmental conditions country-wide; and teaching environmental science to undergraduate and graduate students. The CEL is equipped to measure toxic and hazardous substances in air, water and soil, and has begun to provide information on environmental conditions and analytical services to policy makers and groups, individuals and private companies involved in managing environmental resources. In 1998, the CEL delivered 3,300 analyses.

AUB is also developing a *Water Resource Center* to be the competent reference on the condition of water resources in Lebanon, and to support the government in rationalizing the planning and management of Lebanon's scarce water resources. It is also initiating an *agricultural research and development activity* in the Yammoune area of the Bekaa, one of the Rural Community Development Clusters. The project will introduce farmers to new varieties of crops and familiarize them with marketing techniques. If successful, this activity will be replicated in other regional areas.

Activities with AUB are on track. The university is moving towards greater involvement with the public and private sector. Its assistance will not be limited to the provision of technical analyses but also to delivering advisory opinions on means to use these results for managing natural resources. AUB is being approached by numerous NGO's requesting training of their employees in the CEL and technical assistance in their rural development activities.

USAID has conducted an assessment with *FORWARD* on the issue of water distribution and water conflict in rural areas. Based on the group's findings, a new activity is being initiated in the Bekaa valley, looking into inter-village water conflict issues and the means to resolve them. In this effort, FORWARD intends to develop dispute resolution mechanisms at the national and local levels; explore technical solutions to water distribution and water rights issues; facilitate the resolution of these issues at the village and cluster level; and train mediators.

The *Humanitarian Demining Program* was begun in 1998, in concert with the military demining effort undertaken with the Lebanese Armed Forces and supported by the US

Department of Defense. The activity is implemented through a cooperative agreement with **World Rehabilitation Fund (WRF)**. The program has 5 components: upgrading the understanding and awareness of the location of landmines and risk areas; developing practices related to prevention of landmine injuries; improving the capabilities of local NGO's operating in risk areas; supporting the military demining activities through the **National Demining Office (NDO)**; and assisting the families of those killed by landmines, survivors of landmines injuries and their families, and affected communities. The work is conducted in close collaboration and coordination with approximately 30 concerned Community Based Organizations (CBO's), the National Demining Office (NDO), and the **Landmine Resource Center** at Balamand University. WRF is operating in 5 clusters of villages located in the North, South (security zone), Bekaa and Mount Lebanon.

The humanitarian demining activity has already developed into a large program promoting the problem of landmines in Lebanon at both community, national and international levels. WRF has succeeded in just eight months in developing a strong commitment among NGO's, the GOL and the Lebanese military to deal with the issue, which has enabled the activity to exceed expectations. In FY99, the Mission will add \$540,000 in PRIME funds. (In FY98, \$291,000 in NADR funds were obligated, in addition to the \$600,000 USAID obligation.) A regional demining conference was organized by WRF and the Lebanese military in February 1999, with non-USG resources. The conference was attended by 185 participants from 21 countries in the Middle East and North Africa, Europe, the U.S., and eight international NGO's. Among the attendees was Nobel prize laureate Jodie Williams. The U.S. representative announced new commitments in FY 99 of \$530,000 in NADR funds.

Last year's management contract required the Mission to utilize consultant services to review and revise the IR's and indicators for SpO5. This task was accomplished in late-1998 by an environmental consultant from G/WID, in consultation with the partners involved in the activities. The changes are reflected at Annex A and in the Performance data Tables. Although changes were made to all of the IR's and indicators, three deserve comment:

- **Indicator 5.1** measures the impact of AUB technical assistance on decision makers. It is not limited to output but it looks into how this output contributed to the change or improvement of clients' behavior.
- **Indicator 5.2** depicts the impact of environmental activities on the community and looks at whether the community has changed its behavior in how it uses and affects water resources to minimize impact on the environment.
- **Indicator 5.2.1** measures villages that are designing and implementing a plan to manage their water resources. The indicator reflects the impact of a group of interrelated activities integrated into a plan to improve the management of water resources of the community.

The activities in this SpO have exceeded expectations. The SpO is fully integrated with the Mission Performance Plan and supports and is linked with the following Mission Goals:

- *Promote improved environmental practices at the national and local community level through a targeted program of discrete assistance programs.*
- *Assist Lebanon in developing policies, which will improve economic performance, increase growth, and raise national income levels.*
- *Promote reconstruction and reconciliation and prevent the resurgence of civil conflict.*

Table 1: PERFORMANCE DATA TABLE SpO5

LEBANON				
SPECIAL OBJECTIVE 5: IMPROVED ENVIRONMENTAL PRACTICES				
Indicator 5.2: Number of villages known to change or initiate activities to improve or maintain the condition of water resources.				
Unit of Measure: Number of villages undertaking one or more environmental activities		Year	Planned	Actual
Source: NGO's reports and consolidated reporting system				
Comments: This indicator counts villages that are undertaking integrated activities affecting their environment. They include a combination of interrelated activities: solid/waste water treatment, potable water treatment, reforestation, prevention from erosion, environmental/sanitation campaigns ... As per management contract and R4 2000, this indicator has been developed based on recommendations of environment consultant.				
	Baseline			
	0	1998	33	42
		1999	48	
		2000	43	
		2001	43	
	Target (Total)	2002	40 207	

Table 2: PERFORMANCE DATA TABLE SpO5

LEBANON				
INTERMEDIATE RESULT 5.1: Non-AUB individuals or groups are applying AUB technical assistance in their decisions				
Indicator 5.1.1: % lab capacity used for environmental analyses				
Unit of Measure: percentage based on annual increase in lab productivity		Year	Planned	Actual
Source: Lab schedules and AUB reports				
Comments: Results reflect a quantitative measurement of the environment lab. productivity. The initial period was dedicated to setting up all the equipment, trying out all methods, and completing the necessary quality control validation. As per management contract and R4 2000, this indicator has been developed based on recommendations of environment consultant.				
	Baseline			
	0	1998	UNK	5%
		1999	20%	
		2000	50%	
		2001	65%	
	Target	2002	75%	

Table 3: PERFORMANCE DATA TABLE SpO5

LEBANON				
INTERMEDIATE RESULT 5.1: Non-AUB individuals or groups are applying AUB technical assistance in their decisions				
Indicator 5.1.2: Number of new clients requesting environmental analyses				
Unit of Measure: clients		Year	Planned	Actual
Source: AUB records				
<p>Comments: AUB lab. contribution to improved environmental practices, is not just reflected through the increase in number of analyses per year, that may be conducted for the same clients, but also through the increase in the number of new clients requesting technical assistance.</p> <p>*The load is increasing on an average of 2-3 clients per month.</p> <p>As per management contract and R4 2000, this indicator has been developed based on recommendations of environment consultant.</p>				
	Baseline			
	0	1998	UNK	24*
		1999	48	
		2000	84	
		2001	110	
	Target	2002	130	

Table 4: PERFORMANCE DATA TABLE Sp05

LEBANON				
INTERMEDIATE RESULT 5.3: Population with improved understanding of landmines prevention practices & informed on landmines locations				
Indicator 5.3.1: Number of individuals accessing landmines related information and awareness activities				
Unit of Measure: individuals targeted in the awareness campaigns and participants from community groups.		Year	Planned	Actual
Source: WRF; CBO's; Landmines Resource Center	Baseline			
Comments: 1998 figure reflects results of activities that have started mid 98. Activities include awareness campaigns and professional meetings/seminars in 114 villages; community based advocacy programs involving 20 local CBO's (Community Based Organizations); and surveys on landmines related information conducted all over Lebanese territory. The figure does not include the number of television viewers of programs related to landmines which is estimated to be approximately 1.3 million in 1998.		1997		
	0	1998	260,000	258,157
		1999	758,157	
	Target	2000	1058,157	
This is a new indicator developed to track progress of the recently initiated activity in humanitarian demining.				

PART III RESOURCE REQUEST

Overview: The thrust of the USAID Lebanon program has changed little since the last R4, with the exception of several indicators that are discussed in the cover memorandum. Twelve additional small grants were made in FY98. The only major new activities undertaken in FY98 were a microenterprise activity with Cooperative Housing Foundation; the demining activity with World Rehabilitation Fund; a cooperative agreement with State University of New York to expand assistance to municipal government; and an expanded program of economic policy reform. In the case of demining, we secured Leahy Funds and State NADR assistance. For future funding of the demining activity, we are relying on Leahy and NADR funding, both having been promised for FY99. The economic policy reform activity has grown into a major activity, which will receive approximately \$1.5 million in FY99 and FY00. FY98 was also the first year of funding for environmental activities in wastewater and solid waste treatment in the Rural Community Development Clusters, and this element will be expanded in each year to the end of the strategy period, with the final obligations occurring in FY01. In FY99, a new microenterprise activity with the Makzoumi Foundation, a local NGO, will be added. Carryover funding will be used to complete the upgrading of MidClear, the financial and equity instrument clearing house. Based upon an anti-corruption assessment completed by an OTI/G/ANE team, it is likely that a major OTI-funded anti-corruption activity will be undertaken in FY99.

Financial Plan: The funding levels needed to achieve planned progress through FY01 are detailed in the Budget Request table provided in Annex C. The amount from global field support for demining in FY99 has been agreed, but future support is prospective. No mention is made of the prospective program through the Office of Transition Initiatives (OTI) in anti-corruption. The anti-corruption assessment team completed its fieldwork in March 1999, and it is too soon to determine if OTI will fund and engage in a program in Lebanon. Overall program levels are predicated upon a continuation of ESF OYBs of \$12 million, to the end of the strategy. However, due to the operational and political success of the Rural Community Development Clusters, the program could readily absorb an OYB of \$36 million, without additional increases in USAID staff, as was discussed at the last R4. Given Bureau and M/B guidance, the latter amount is not being requested, but the elasticity of demand and oversight capacity should be noted, particularly in the event that UNSCR 425 is implemented or the Syria/Lebanon/Israel track of the MEPP moves forward.

The financial plan reflects the successful performance of the Rural Community Development Clusters and the Cluster environmental component, in that it attempts to secure full funding for these activities as early as possible in the strategy period. As well, the expansion of microenterprise activities and economic policy reform is a reflection of our perception that these activities are both vital and vibrant. In the case of the Clusters,

the five cooperative agreements are disbursing at an average of almost 90% of annual obligations, including the additional environmental obligations. The Mission and the support team in USAID/Amman have been pressed to ensure that obligations occur as soon as allotments are effected, in order to avoid funding gaps. (The short pipeline was raised as an issue by ORA at the last R4.) Funding to AUB and LAU, with the exception of the AUB Dairy Improvement Program, has not disbursed as quickly, and this is reflected in OYB planning. Program pipelines are inconsistent with agency policy only in that they are shorter than the recommended one-to-two years. The Mission is disinclined to slow implementation, given the impact of the program. There are currently over 300 sub-activities either completed or under implementation in the Clusters, and one can only anticipate that the current pipeline will shrink even more, absent additional funding.

Workforce and Operating Expenses: The OE requirements may seem high when one considers that the workforce consists of only one USDH, three FSN program specialists, one secretary, and a driver. However, it is more appropriate to compare the Mission's program OYB and complexity to other missions, and then compare the OE requirements. Over half of total OE costs are found in just three line items: ICASS, the Beirut Air Bridge (BAB), and the manpower contract for six bodyguards. All of these costs are driven by the need to maintain a high level of protection in a critical threat post. In past years, the cost of the BAB was invisible to the Bureau, as it was paid out of central funds and Bureau OE was not charged. In November, 1998, M/B advised that hitherto the BAB would be charged to Mission OE. Nevertheless, because of savings in other line items, the Mission did not request additional OE in FY99, and is projecting that out-year OE will be in the range projected in the last R4. It should also be noted that beginning in FY00, the manpower contract is reduced, due to the projected rehiring of the driver/bodyguard transferred to State in FY97. Finally, ICASS expenditures for FY99 were reduced by a reevaluation of cost factors and the addition of another agency to the ICASS pool.

Additional savings in OE may be realized through changes in the security profile adopted by the Regional Security Officer (RSO). While it is not anticipated that the threat level at post will change in the foreseeable future, the security profile for some movements has already been changed, and this may offer the option of pursuing less costly and labor-intensive manpower options, while still providing adequate security within the applicable profile. This will occur only if it can be assured that these arrangements will not hamper the movement of the Mission Director, particularly to the field.

Finally, with regard to the relationship of OE to program resources, the Mission does not anticipate increasing overall staff levels, with the exception of moving a driver/bodyguard back to the USAID/Lebanon FTE for administrative reasons, even if program resources are dramatically increased at some point in the future. Program elasticity has been designed in a manner that will not necessitate staff increases, up to a three-fold increase in the current OYB.

Annexes

Annex A:	Status and Changes to IR's and Indicators
Annex B:	Updated Strategic Results Framework
Annex C:	Resource Request Tables
Annex D:	Workforce Resource Allocation Tables
Annex E:	Operating Expense Tables
Annex F:	Global Field Support Request Table
Annex G:	Foreign National Voluntary Separation Account
Annex H:	Environmental Impact
Annex I:	Program Integration and Synergy
Annex J:	Crosscutting Themes

ANNEX A

STATUS AND CHANGES TO IR'S AND INDICATORS

Lebanon R4 FY 2001
Status and changes introduced to IR's and indicators

Existing Measures	New and/or Modified Indicators
<p><u>Strategic Objective 1: Reconstruction & Expanded Economic Opportunities</u></p> <p><i>Indicator 1.1:</i> Number of targeted communities revitalized.</p> <p>Indicator 1.2: Number of informal sector loans delivered.</p> <p>Intermediate Result 1.1: Selected rural communities revitalized</p> <p><i>Indicator 1.1.1:</i> Number of families resettled in target communities</p> <p><i>Indicator 1.1.2:</i> Incremental number of hectares irrigated/cultivated with USAID assistance</p> <p><i>Indicator 1.1.3:</i> Number of families with improved potable water supply.</p> <p>Intermediate Result 1.3: Improved economic policies.</p> <p>Intermediate Result 1.4: Expanded Capital Market.</p> <p>Intermediate Result 1.5: Improved dairy production.</p>	<p>Indicator 1.1: Number of targeted communities revitalized through improved living conditions of xxx families.</p> <p>(New indicators to reflect rural development activities: physical, social & economic infrastructure).</p> <p>Indicator 1.1.1: Incremental number of hectares irrigated; cultivated; improved; or accessed.</p> <p>Indicator 1.1.2: Number of families accessing new & improved social infrastructure.</p> <p>Indicator 1.1.3: Number of families accessing expanded economic opportunities.</p> <p>(New indicators for IR's proposed in FY 2000 R4).</p> <p>Indicator 1.3.1: Number of initiatives adopted by sector development boards.</p> <p>Indicator 1.4.1: % Increase in trading capacity</p> <p>Indicator 1.5.1: Total volume of milk produced per year from USDA cows.</p>

Existing Measures	New or modified indicators
<p><u>Special Objective 5: Improved Environmental Practices</u></p> <p><i>Intermediate Result 5.1: AUB provides environmental testing to GOL & private sector.</i></p> <p><i>Indicator 5.1.1: Number of technical assistance activities conducted by the AUB Environment Program.</i></p> <p><i>Indicator 5.1.2: Level of utilization of the Core Environment Lab.</i></p> <p><i>Indicator 5.1.3: Number of spot-check samples of water quality.</i></p> <p><i>Indicator 5.1.4: Number of samples monitoring hazardous substances.</i></p> <p><i>Intermediate Result 5.2: Land areas in rural community clusters are placed in environmentally managed use</i></p> <p><i>Indicator 5.2.1: Number of hectares restored to sustainable agriculture</i></p> <p><i>Indicator 5.2.2: Number of hectares dedicated to environmental use.</i></p> <p><i>Intermediate Result 5.3: Appropriate solid waste/waste water treatment methodologies introduced.</i></p> <p><i>Indicator 5.3.1: Number of villages with acceptable solid waste treatment.</i></p> <p><i>Indicator 5.3.2: Reduction in Basic Oxygen Demand (BOD) at key demonstration sites.</i></p>	<p>(New SO level indicators & IR's reflecting environment program with AUB and envt. activities in rural development clusters).</p> <p>Indicator 5.1: % of non-AUB individuals or groups who are using AUB technical assistance to make decisions.</p> <p>Indicator 5.2: Number of villages known to change or initiate activities to improve or maintain the condition of water resources.</p> <p>Intermediate Result 5.1: Non-AUB individuals are applying AUB technical assistance in their decisions.</p> <p>Indicator 5.1.1: % of lab. capacity used for environmental analyses.</p> <p>Indicator 5.1.2: Number of new clients requesting environmental analyses.</p> <p>Indicator 5.1.3: % of clients satisfied with quality of analyses.</p> <p>(IR 5.2 & 5.3 replaced by IR 5.2)</p> <p>Intermediate Result 5.2: Rural communities practicing increasingly effective environmental management plans to maintain or improve the condition of water resources.</p> <p>Indicator 5.2.1: % of cluster villages designing/implementing an environment management plan that integrates activities affecting water resources.</p> <p>(IR to reflect new humanitarian demining activity)</p> <p>Intermediate Result 5.3: Population with improved understanding of landmines prevention practices & informed on landmines locations.</p> <p>Indicator 5.3.1: Number of individuals accessing landmines information and awareness activities.</p>

ANNEX B

UPDATED STRATEGIC RESULTS FRAMEWORK

USAID/LEBANON RESULTS FRAMEWORK FY 2001 R4

STRATEGIC OBJECTIVE 1 Reconstruction and Expanded Economic Opportunity
<i>Indicators:</i>
1.1 Number of targeted communities revitalized through improved living conditions of xxx families
1.2 Number of informal sector loans delivered
<i>Intermediate Results:</i>
1.1 Selected rural communities revitalized
1.2 Small/microenterprise enhanced
1.3 Improved Economic Policies
1.4 Expanded Capital Market
1.5 Improved Dairy Production

SPECIAL OBJECTIVE 2 Increased Effectiveness of Selected Institutions Which Support Democracy
<i>Intermediate Results:</i>
2.1 MOMRA providing technical assistance and information to municipalities
2.2 Improved operation of key central agencies to support local government budgeting, administrative and financial management
2.3 Pilot municipalities are able to interact with central agencies and provide services effectively/fairly
2.4 Parliament is informed on various policy options offered by qualified staff and able to oversee government budget

SPECIAL OBJECTIVE 5 Improved Environmental Practices
<i>Indicators:</i>
5.1 % of non-AUB individuals or groups who are using AUB technical assistance to make decisions
5.2 Nb. of villages known to change or initiate activities to improve or maintain the condition of water resources
<i>Intermediate Results:</i>
5.1 Non-AUB individuals or groups are applying AUB technical assistance in their decisions
5.2 Rural communities practicing increasingly effective environmental management plans to maintain or improve the condition of water resources
5.3 Population with improved understanding of landmines prevention practices & informed on landmines location

STRATEGIC OBJECTIVE 1 Reconstruction and Expanded Economic Opportunity
Indicators: 1.1 Number of targeted communities revitalized through improved living conditions of xxx families 1.2 Number of informal sector loans delivered

INTERMEDIATE RESULT 1.1 Selected rural communities revitalized
Indicators 1.1.1 Incremental number of hectares irrigated; cultivated; improved or accessed 1.1.2 Number of families accessing new and improved social infrastructure 1.1.3 Number of clients accessing expanded economic opportunities

INTERMEDIATE RESULT 1.2 Small/Microenterprise enhanced
Indicators 1.2.1 Number of clients served 1.2.2 Loan repayment rate 1.2.3 Lender profitability ratio

INTERMEDIATE RESULT 1.3 Improved Economic Policies
Indicator 1.3.1 Number of initiatives adopted by sector development boards

INTERMEDIATE RESULT 1.4 Expanded Capital Market
Indicator 1.4.1 Percentage increase in trading capacity

INTERMEDIATE RESULT 1.5 Improved Dairy Production
Indicators 1.5.1 Total volume of milk produced per year from USDA cows

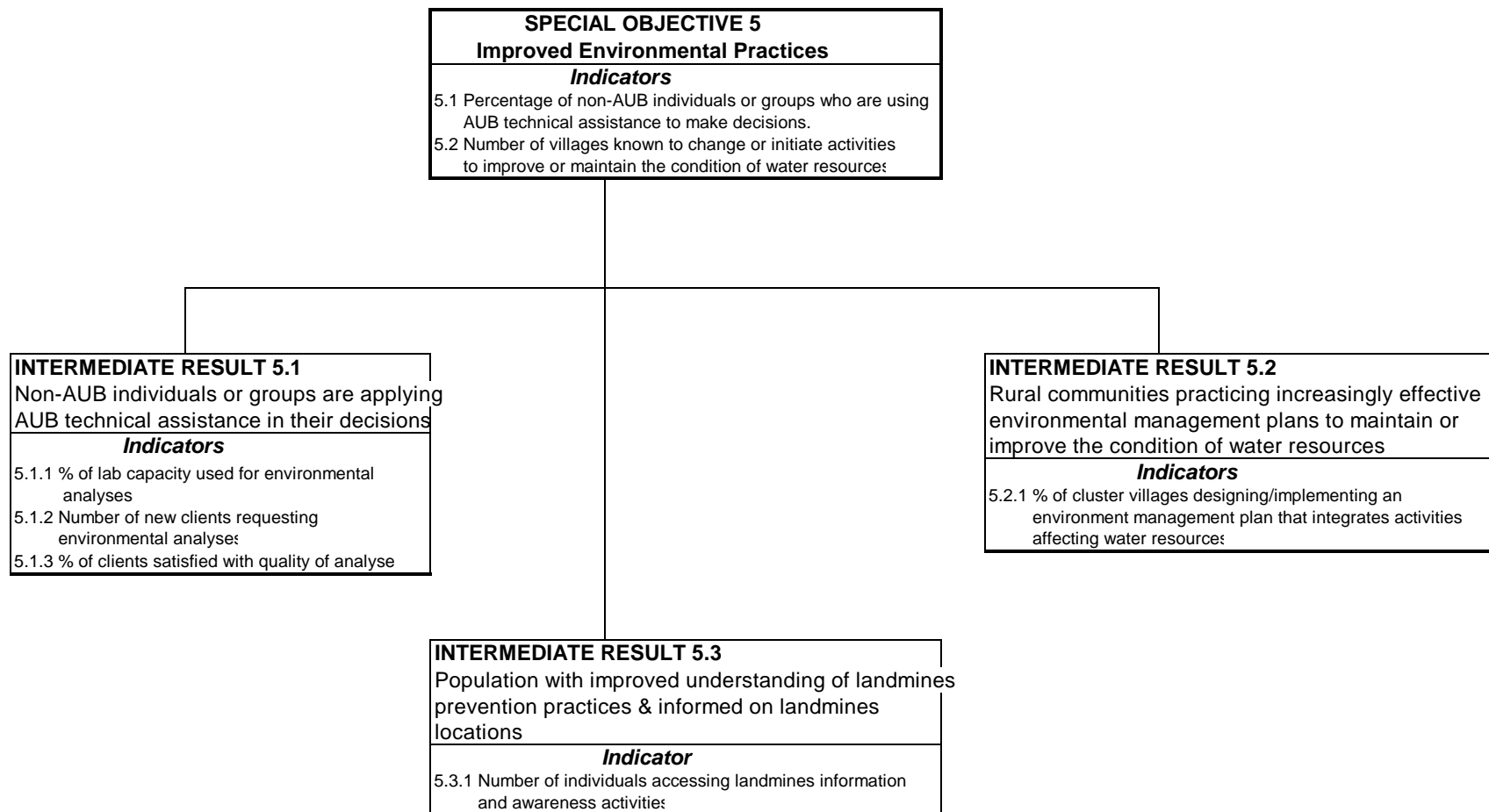
SPECIAL OBJECTIVE 2
Increased Effectiveness of Selected Institutions Which Support Democracy
Intermediate Results:

INTERMEDIATE RESULT 2.1
MOMRA providing technical assistance and information to municipalities
Indicators:
2.1.2 Information System is operative.

INTERMEDIATE RESULT 2.2
Improved operation of key central agencies to support local government budgeting, administrative and financial management.
Indicators:
2.2.1 Central agencies/ministries disseminating information related to local government.

INTERMEDIATE RESULT 2.3
Pilot municipalities are able to interact with central agencies and provide services effectively/fairly.
Indicators:
2.3.1 Municipalities have adopted and use the automated budget system.
2.3.2 Time used to complete transactions is reduced.

INTERMEDIATE RESULT 2.4
Parliament is informed on various policy options offered by qualified staff and able to oversee government budget.
Indicators:
2.4.1 Professional staff analyses delivered to members of Parliament and Committees.
2.4.2 Members of Parliament use bill drafting services.
2.4.3 Members of Parliament use the automated budget system.



ANNEX C

**RESOURCE REQUEST
TABLES**

FY 1999 Budget Request by Program/Country

Program/Country: USAID/LEBANON

14-Apr-99

05:18 PM

Approp Acct: Approp Acct: ESF for Bilateral, DA for Field Support
Scenario

S.O. #:		FY 1999 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 99
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Reconstruction and Expanded Economic Opportunity																
	Bilateral	3,500	2,100	350	1,050										3,684	2,112
	Field Spt	0														
		3,500	2,100	350	1,050	0	0	0	0	0	0	0	0	0	3,684	2,112
IR 1: Rural Community Development Clusters																
	Bilateral	6,500			6,500										7,270	7,000
	Field Spt	0														
		6,500	0	0	6,500	0	0	0	0	0	0	0	0	0	7,270	7,000
Sp.O.2: Increased Effectiveness of Institutions Which Support Democracy																
	Bilateral	1,000												1,000	1,300	492
	Field Spt	0														
		1,000	0	0	0	0	0	0	0	0	0	0	0	1,000	1,300	492
Sp.O.5: Improved Environmental Practices																
	Bilateral	1,000											1,000		1,800	1,575
	Field Spt	500											500		500	500
		1,500	0	0	0	0	0	0	0	0	0	0	1,500	0	2,300	2,075
SO 5:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		12,000	2,100	350	7,550	0	0	0	0	0	0	0	1,000	1,000	14,054	11,179
Total Field Support		500	0	0	0	0	0	0	0	0	0	0	500	0	500	500
TOTAL PROGRAM		12,500	2,100	350	7,550	0	0	0	0	0	0	0	1,500	1,000	14,554	11,679

FY 99 Request Agency Goal Totals	
Econ Growth	9,650
Democracy	1,000
HCD	0
PHN	0
Environment	1,500
Program ICASS	0
GCC (from all Goals)	0

FY 99 Account Distribution (DA only)	
Dev. Assist Program	500
Dev. Assist ICASS	
Dev. Assist Total:	500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2000 Budget Request by Program/Country

Program/Country: USAID/LEBANON

14-Apr-99

05:18 PM

Approp Acct: Approp Acct: ESF for Bilateral, DA for Field Support
Scenario

D. # , Title																
		FY 2000 Request													Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 00
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		
SO 1: Reconstruction and Expanded Economic Opportunity															Year of Final Obligation:	
	Bilateral	2,200	1,000	500	700										3,633	679
	Field Spt	0														
		2,200	1,000	500	700	0	0	0	0	0	0	0	0	0	3,633	679
IR 1: Rural Community Development Clusters															Year of Final Obligation:	
	Bilateral	6,500			6,500										7,000	6,500
	Field Spt	0														
		6,500	0	0	6,500	0	0	0	0	0	0	0	0	0	7,000	6,500
Sp.O.2: Increased Effectiveness of Institutions Which Support Democracy															Year of Final Obligation:	
	Bilateral	1,300												1,300	1,300	192
	Field Spt	0														
		1,300	0	0	0	0	0	0	0	0	0	0	0	1,300	1,300	192
Sp.O.5: Improved Environmental Practices															Year of Final Obligation:	
	Bilateral	2,000											2,000		1,575	2,000
	Field Spt	500											500		500	500
		2,500	0	0	0	0	0	0	0	0	0	0	2,500	0	2,075	2,500
SO 5:															Year of Final Obligation:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Obligation:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Obligation:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Obligation:	
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		12,000	1,000	500	7,200	0	0	0	0	0	0	0	2,000	1,300	13,508	9,371
Total Field Support		500	0	0	0	0	0	0	0	0	0	0	500	0	500	500
TOTAL PROGRAM		12,500	1,000	500	7,200	0	0	0	0	0	0	0	2,500	1,300	14,008	9,871

FY 00 Request Agency Goal Totals	
Econ Growth	8,200
Democracy	1,300
HCD	0
PHN	0
Environment	2,500
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	500
Dev. Assist ICASS	
Dev. Assist Total:	500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

FY 2001 Budget Request by Program/Country

Program/Country: USAID/LEBANON

14-Apr-99

05:18 PM

Approp Acct: Approp Acct: ESF for Bilateral, DA for Field Support
Scenario

D. # , Title																	
		FY 20001 Request												Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY 01	Future Cost (POST- 2001)	
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ				D/G
SO 1: Reconstruction and Expanded Economic Opportunity															Year of Final Oblig:		
	Bilateral	1,200			1,200										1,879	0	
	Field Spt	0															
		1,200	0	0	1,200	0	0	0	0	0	0	0	0	0	1,879	0	0
IR 1: Rural Community Development Clusters															Year of Final Oblig:		
	Bilateral	5,000			5,000										7,000	4,500	
	Field Spt	0															
		5,000	0	0	5,000	0	0	0	0	0	0	0	0	0	7,000	4,500	0
Sp.O.2: Increased Effectiveness of Institutions Which Support Democracy															Year of Final Oblig:		
	Bilateral	800												800	992	0	
	Field Spt	0															
		800	0	0	0	0	0	0	0	0	0	0	0	800	992	0	0
Sp.O.5: Improved Environmental Practices															Year of Final Oblig:		
	Bilateral	5,000											5,000		4,000	3,000	
	Field Spt	500											500		500	500	
		5,500	0	0	0	0	0	0	0	0	0	0	5,500	0	4,500	3,500	0
SO 5:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		12,000	0	0	6,200	0	0	0	0	0	0	0	5,000	800	13,871	7,500	0
Total Field Support		500	0	0	0	0	0	0	0	0	0	0	500	0	500	500	0
TOTAL PROGRAM		12,500	0	0	6,200	0	0	0	0	0	0	0	5,500	800	14,371	8,000	0

FY 01 Request Agency Goal Totals	
Econ Growth	6,200
Democracy	800
HCD	0
PHN	0
Environment	5,500
Program ICASS	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	500
Dev. Assist ICASS	
Dev. Assist Total:	500
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account
Tables for DA and CSD may be combined on one table.
For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account

ANNEX D

WORKFORCE RESOURCE ALLOCATION TABLES

USAID/LEBANON End of year On-Board								Workforce Tables							Total Mgmt.	Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO1	SpO2	SpO5	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other		
FY 1999 Estimate																
OE Funded: 1/																
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	1							1							0	1
Other FSN/TCN						1	1	2	1					1	2	4
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	1	3	6

	Workforce Tables							Total							Total Mgmt.	Total Staff
	SO 1	SO 2	SO 3	SO 4	Sp01	Sp02	Sp05	SO/SpO	Mgmt.	Mgmt	Admin.	Con- tract	Legal	All Other		
FY 2000 Target																
OE Funded: 1/																
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	1							1							0	1
Other FSN/TCN						1	1	2	1					2	3	5
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7

FY 2000 Request																
OE Funded: 1/																
U.S. Direct Hire								0	1						1	1
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire	1							1							0	1
Other FSN/TCN						1	1	2	1					2	3	5
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
Program Funded 1/																
U.S. Citizens								0							0	0
FSNs/TCNs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7

USAID/LEBANON End of year On-Board									Total SO/SpO Staff	Workforce Tables Org. Fin. Admin. Con-tract Legal Other						Total Mgmt.	Total Staff	
FY 2001 Target	SO 1	SO 2	SO 3	SO 4	SpO1	SpO2	SpO5		Mgmt.	Mgmt	Mgmt							
OE Funded: 1/ U.S. Direct Hire									0	1						1	1	
Other U.S. Citizens									0							0	0	
FSN/TCN Direct Hire	1							1	1							0	1	
Other FSN/TCN									2	1							2	5
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7		
Program Funded 1/ U.S. Citizens									0							0	0	
FSNs/TCNs									0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7		
TAACS									0							0	0	
Fellows									0							0	0	
IDIs									0							0	0	
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7		

FY 2001 Request																	
OE Funded: 1/ U.S. Direct Hire Other U.S. Citizens FSN/TCN Direct Hire Other FSN/TCN	1								0 0 1 2	1 1						1 0 0 3	1 0 1 5
Subtotal	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7	
Program Funded 1/ U.S. Citizens FSNs/TCNs Subtotal	0								0 0 0	0						0 0 0	0 0 0
Total Direct Workforce	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7	
TAACS Fellows IDIs	0								0 0 0	0						0 0 0	0 0 0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL WORKFORCE	1	0	0	0	0	1	1	3	2	0	0	0	0	2	4	7	

Workforce

MISSION :

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USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 1999	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2002
01SMG	1	1	1	1
02 Program Officer				
03 EXO				
04 Controller				
05/06/07 Secretary				
10 Agriculture				
11 Economics				
12 GDO				
12 Democracy				
14 Rural Development				
15 Food for Peace				
21 Private Enterprise				
25 Engineering				
40 Environment				
50 Health/Pop.				
60 Education				
75 Physical Sciences				
85 Legal				
92 Commodity Mgt				
93 Contract Mgt				
94 PDO				
95 IDI				
Other*				
TOTAL	1	1	1	1

*please list occupations covered by other if there are any

ANNEX E

**OPERATING EXPENSE
TABLES**

Controller Operations

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	41		41	42		42	42		42	42		42	42		42
	Subtotal OC 11.1	41	0	41	42	0	42	42	0	42	42	0	42	42	0	42
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3		0	0		0	0		0	0		0	0		0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH	20		20	18		18	18		18	18		18	18		18
	Subtotal OC 11.5	20	0	20	18	0	18	18	0	18	18	0	18	18	0	18
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries	76		76	96		96	96		96	99		99	99		99
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	76	0	76	96	0	96	96	0	96	99	0	99	99	0	99
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits	9		9	9		9	9		9	9		9	9		9
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 **	Payments to FSN Voluntary Separation Fund - FNDH	5		5	5		5	5		5	6		6	6		6
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1 **	Payments to the FSN Voluntary Separation Fund - FN PSC	7		7	24		24	24		24	11		11	11		11
12.1	Other FN PSC Benefits	48		48	59		59	59		59	59		59	59		59
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	69	0	69	97	0	97	97	0	97	85	0	85	85	0	85
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	11		11	9		9	9		9	10		10	10		10
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0	2		2	2		2	2		2	2		2
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel	2		2			0			0			0			0
21.0	R & R Travel	4		4	4		4	4		4	4		4	4		4
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0

Controller Operations

Org. Title: USAID/LEBANON		Overseas Mission Budgets														
Org. No: 10617		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	18		18	18		18	18		18	18		18	18		18
21.0	Site Visits - Mission Personnel			0			0			0			0			0
21.0	Conferences/Seminars/Meetings/Retreats	4		4	4		4	4		4	4		4	4		4
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel	5		5	4		4	4		4	6		6	6		6
	Subtotal OC 21.0	44	0	44	41	0	41	41	0	41	44	0	44	44	0	44
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0	2		2	2		2			0			0
22.0	Home Leave Freight			0			0			0			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
	Subtotal OC 22.0	0	0	0	2	0	2	2	0	2	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences	19		19	20		20	20		20	20		20	20		20
	Subtotal OC 23.2	19	0	19	20	0	20	20	0	20	20	0	20	20	0	20
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	8		8	8		8	8		8	8		8	8		8
23.3	Residential Utilities	7		7	7		7	7		7	7		7	7		7
23.3	Telephone Costs	10		10	10		10	10		10	11		11	11		11
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 23.3	26	0	26	26	0	26	26	0	26	27	0	27	27	0	27
24.0	Printing and Reproduction	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 24.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances	1		1	1		1	1		1	1		1	1		1

Controller Operations

Org. Title: Org. No: OC		USAID/LEBANON 10617		Overseas Mission Budgets														
				FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Non-Federal Audits			0			0			0			0			0		
25.2	Grievances/Investigations			0			0			0			0			0		
25.2	Insurance and Vehicle Registration Fees	1		1	1		1	1		1	1		1	1		1		
25.2	Vehicle Rental			0			0			0			0			0		
25.2	Manpower Contracts	130		130	105		105	105		105	110		110	110		110		
25.2	Records Declassification & Other Records Services			0			0			0			0			0		
25.2	Recruiting activities			0			0			0			0			0		
25.2	Penalty Interest Payments			0			0			0			0			0		
25.2	Other Miscellaneous Services			0			0			0			0			0		
25.2	Staff training contracts			0			0			0			0			0		
25.2	ADP related contracts			0			0			0			0			0		
	Subtotal OC 25.2	132	0	132	107	0	107	107	0	107	112	0	112	112	0	112		
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.3	ICASS	183		183	205		205	205		205	225		225	225		225		
25.3	All Other Services from Other Gov't. accounts (BAB)	100		100	100		100	100		100	100		100	100		100		
	Subtotal OC 25.3	283	0	283	305	0	305	305	0	305	325	0	325	325	0	325		
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.4	Office building Maintenance			0			0			0			0			0		
25.4	Residential Building Maintenance	1		1			0			0	1		1	1		1		
	Subtotal OC 25.4	1	0	1	0	0	0	0	0	0	1	0	1	1	0	1		
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.7	ADP and telephone operation and maintenance costs	1		1	1		1	1		1	1		1	1		1		
25.7	Storage Services			0			0			0			0			0		
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0		
25.7	Vehicle Repair and Maintenance	5		5	5		5	5		5	6		6	6		6		
25.7	Residential Furniture/Equip. Repair and Maintenance			0	1		1	1		1	1		1	1		1		
	Subtotal OC 25.7	6	0	6	7	0	7	7	0	7	8	0	8	8	0	8		
25.8	Subsistance & spt. of persons (by contract or Gov't.)			0			0			0			0			0		
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
26.0	Supplies and materials	4		4	4		4	4		4	4		4	4		4		
	Subtotal OC 26.0	4	0	4	4	0	4	4	0	4	4	0	4	4	0	4		
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
31.0	Purchase of Residential Furniture/Equip.			0			0			0	1		1	1		1		
31.0	Purchase of Office Furniture/Equip.	3		3	2		2	2		2	3		3	3		3		
31.0	Purchase of Vehicles			0			0			0			0			0		
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0		
31.0	ADP Hardware purchases			0			0			0	3		3	3		3		
31.0	ADP Software purchases			0			0			0			0			0		
	Subtotal OC 31.0	3	0	3	2	0	2	2	0	2	7	0	7	7	0	7		
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0		
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0		
32.0	Building Renovations/Alterations - Office			0			0			0			0			0		
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0		
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		

Controller Operations

Org. Title: USAID/LEBANON		Overseas Mission Budgets														
Org. No: 10617		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		725	0	725	768	0	768	768	0	768	793	0	793	793	0	793

Additional Mandatory Information

Dollars Used for Local Currency Purchases

Exchange Rate Used in Computations

1500/LL

** If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

12

29

29

17

17

ANNEX F
GLOBAL FIELD SUPPORT
TABLE

Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1999		FY 2000		FY 2001	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO1	SEGIR	HIGH	24	550		550			
SO1	SEGIR	HIGH	6	634					
SO1	LEAHY WAR VICTIMS FUND	HIGH	36	500		500		500	
GRAND TOTAL Lebanon				1,684		1,000		500	

* For Priorities use high, medium-high, medium, medium-low, low

rsw/r401/fldsupsup99.wk4 - 12/8/98

ANNEX G

**FOREIGN NATIONAL
VOLUNTARY
SEPARATION ACCOUNT**

Organization: USAID/LEBANON

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	12.0		12.0	29.0		29.0	17.0		17.0
Withdrawals			0.0			0.0			0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year			
Obligations			
Deposits			
Balance End of Year	0.0	0.0	0.0

Exchange Rate

ANNEX H

**ENVIRONMENTAL
IMPACT**

Annex H

Environmental Impact

For the last several years, Lebanon has been accorded “notwithstanding” authority in the Foreign Appropriation Act. The General Counsel has determined that this applies to 22 CFR 216, and that the USAID/Lebanon program is not required to perform initial environmental assessments (IEE) or environmental assessments (EA).

ANNEX I
PROGRAM INTEGRATION
AND SYNERGY

Annex I

Program Integration and Synergy

All of the Strategic and Special Objectives are highly integrated, as has been discussed to some extent in the narratives. The following are specific examples:

- **SO1—Reconstruction and Expanded Economic Opportunity** is closely linked to **SpO2—Increased Effectiveness of Selected Institutions Support Democracy**, through the joint efforts of the SO1 *Rural Community Development Clusters* and the SO2 *Support for Local Government*. CSD/SUNY, the NGO in the latter, approached the cluster NGOs, and the two agreed that the cluster NGOs would fund, in 48 municipalities not already covered by CSD/SUNY, the implementation by CSD/SUNY of the local government package that permits newly elected municipal councils to govern effectively. The Mission had already mandated some integration by insisting that CSD/SUNY use 20 cluster municipalities for its pilot activities. Additionally, the civic participation activities in the cluster, namely the cluster and village implementation committees work closely with the municipal councils and serve as advocacy centers for the local populations.
- **SpO5—Improved Environmental Practices** is closely integrated with **SO1—Reconstruction and Expanded Economic Opportunity**. First, over half of the LOS funding of SpO5, \$8 million, goes directly to *the Rural Community Development Cluster* NGOs to be used for innovative, appropriate-technology, low-cost wastewater and solid waste treatment options. Second, *AUB's environmental laboratory* services are being employed by the NGOs for environmental testing. Third, the *AUB Yammoune Agricultural Research Activity* is assisting farmers with sustainable agriculture and sound environmental practices in a pilot cluster. Last, the *AUB Water Research Center* will assist the populations in the clusters to improve, conserve and better utilize scarce water resources.
- A number of the activities in **SO1—Reconstruction and Expanded Economic Opportunity** are closely integrated with other activities in that SO. For example, the *Economic Policy Reform* activity dealing with improving agro-industry will greatly benefit the NGOs in the *Rural Community Development Clusters* that are seeking and implementing agriculture based income-producing activities. The *Dairy Improvement Activity* has not only benefited the AUB School of Agriculture and 1,000 farmers, but has also been used to benefit farmers in the *Rural Community Development Clusters*, has spawned three model dairy farms, and created a number of related income producing activities. Lastly, the *Microcredit* programs have been utilized to provide opportunities for women, with special emphasis in the clusters

ANNEX J

CROSSCUTTING THEMES

Annex J

Crosscutting Themes

This program has been particularly effective in the crosscutting themes of participation, development partnering and, to a lesser extent, in gender.

Participation: The Rural Community Development Clusters consist of 29 clusters of 230 rural villages. The program is implemented by five NGOs, each having five or six clusters. Each cluster receives a block of funding for the life of the strategy, which is used for basic infrastructure, income-producing activities, civic participation, and environmental activities. The program in each cluster is run by a combination of the NGO, a Cluster Committee, and village committees, with the participation of local citizens who, until the advent of this activity, had rarely participated in any form of collective self-determination. The committees identify and select projects, determine local contributions, integrate with local NGOs, evaluate procurements, and help implement and supervise the activity. By grouping villages in clusters, villages and villagers that have never had any interaction have learned to work together for the common good. During the first nine months of operation, before the first local elections in 35 years, the committees effectively served as shadow local governments. A measure of their success was the election of more than 200 of their members to municipal councils. Since the elections, the committees have integrated members of municipal councils and are working with councils, but have not relinquished their autonomy. They have become effective advocacy centers for local populations and have served to bring the larger community into the political process. Their success in working with municipal councils prompted the NGOs to utilize funding to purchase the package of computer hardware, software, systems and training being offered under SpO2 to 20 municipalities, increasing the coverage to all 68 of the municipalities that span the clusters. Finally, the cluster methodology has, for the first time, enabled local villagers to integrate with central ministries that provide services.

Development Partnering: The degree of integration (see Annex I) in the USAID/Lebanon Program, and the involvement of the NGO community in the development of the program strategy, from the very beginning, has engendered an extraordinary degree of cooperation among the NGOs and between the NGOs and USAID. The NGOs have taken to the mandate to pursue innovation, as in their friendly competition to develop the best, lowest-cost wastewater treatment system for rural communities. They share information, and willingly submit to producing standardized electronic results reporting and standardized informational aids. The trade off is that USAID/Lebanon sets policy and the direction of the program, and gives the NGOs great latitude to manage and implement the program. Oversight is accomplished by a combination of formal reporting through the consolidated reporting system, frequent site visits, scheduled information meetings with groups of NGOs, and annual retreats. USAID/Lebanon manages a \$12 million annual program with 18 major grants and

contracts, and an average of 12 small grants. This is accomplished with a Mission Director, three FSN program specialists, and one secretary, with excellent financial, contracting, legal, and administrative support from USAIDs Amman and WB/G. Frankly, our small size contributes to rather than inhibits program management. Size does matter.

Gender: During the past year, USAID-funded microenterprise programs made almost 10,000 loans to women for microenterprises. By 2001, over 40,000 loans will have been made. While the credit programs are important to the empowerment of women and increased family incomes, they also have an impact on changing cultural and traditional values. The program also attempts to incorporate gender considerations into the rural community development cluster activities, by encouraging women to participate in committees and the political process, and also through formal training and income generation activities. Progress in getting participation in committees has been slow, but many of the formal training and income-producing beneficiaries are women. The NGOs managing the programs rely heavily on professional women, and they believe that female participation in the committees will increase, in time.